

Antigua & Barbuda



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- 47 FCCA Up

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Caribbean Cruising THE FLORIDA-CARIBBEAN CRUISE ASSOCIATION MAGAZINE First Quarter 2006

The 2006 Platinum Associate Membership Advisory Council Cruise aboard Carnival Cruise Lines, Fantasy

FEATURES

Strong Cruise-Caribbean Partnership - A Key Factor in Industry's Growth

FCCA Member Cruise Lines... Creating Strong Bonds with Industry Partners

Meet and develop relationships with dozens of cruise executives at the FCCA Cruise Conference to be held in the Cayman Islands, October 31-November 3, 2006.

FCCA Holiday Gift Project

The FCCA Foundation for the Caribbean making dreams come true for more than 6,000 children in 27 destinations throughout the Caribbean, Mexico, and Latin America.

Princess for a Day Auction Raises \$70,000 for the FCCA Foundation for the Caribbean

Grenada's Cruise Tourism Industry Positioned to be More Competitive

Moving Forward - Destination Challenges Facing the Cruise Industry Today and Tomorrow

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FCCA Member Lines

Opening of New Cayman Tourist Attraction

After years of planning, September2005 saw the opening of the first stage of Cayman's newest and largest tourist attraction – Boatswain's Beach. Pronounced 'Bo-suns' Beach, this one-of-a-kind, 23 acre adventure marine park promises to become one of the most exciting in the Caribbean.

The Park allows visitors to experience the rich history of Caymanian life in a fun and safe environment while providing opportunities to observe and interact with native flora and fauna.

The opening of Boatswain's Beach first phase includes the Reception Building, the Turtle Breeding Pond and the new Turtle Display Tanks.



For those wanting to take a little of Boatswain's Beach home with them, the Reception Building houses a 3,500 square foot Gift Shop featuring a host of high guality Boatswain's Beach and Cayman Turtle Farm souvenirs.

Every restaurant at Boatswain's Beach has been inspired by Cayman's relationship with the sea and its natural environment. The first restaurant to open is the Turtle Crawl Deli which is located in the Reception Building. The Turtle Crawl Deli serves up a bounty of fresh and light meals such as sandwiches, wraps, salads, soup and fresh baked desserts. For those wanting to experience a taste of Cayman the Deli also serves salt fish dip, marinated conch and a selection of heavy cakes.

Passing through the Reception Building guests are immediately able to see the largest turtles in the impressive Turtle Breeding Pond. These giant sea turtles can reach up to six hundred pounds.

Under the supervision of friendly park staff, guests can stop and actually pick up young turtles in the easily accessible Turtle Display Tanks – a feature sure to be a big hit with younger visitors. All guests will want to ensure they take a photo holding one of their new turtle friends.



The second stage of Boatswain's Beach opens in Spring 2006. The full opening will offer visitors the opportunity to swim and snorkel with fish and other marine life in its 1.3 million gallon salt water lagoon. Guests can also peer into a predator tank and come nose-to-nose with sharks, eels and other large fish.

For those less adventurous, they can wander through the beautiful free-flight bird aviary, walk the nature trail, marvel at the dinosaur-like iguanas, or stroll down an historic Caymanian street complete with porch side artisans. Children and adults alike will delight in interacting with starfish, urchins and crabs at the tidal touch pool. Everyone will enjoy the experience of the finest Caymanian cuisine at different locations throughout the park.

"We look forward to welcoming everyone to Boatswain's Beach, the new home of the world renowned Cayman Turtle Farm," said Managing Director of Boatswain's Beach, Mr. Kenneth Hydes.

"Boatswain's Beach will offer our visitors a unique opportunity to interact with the many fascinating flavours of Cayman. With the full opening in 2006 our guests options for fun and adventure will be endless and they will leave the park with lifelong and precious memories about the Caymanian experience."

The park is open year-round, from 8am till 5pm and is located on Northwest Point Road in West Bay, just eight miles from George Town.

Prepare to be amazed and enchanted at Boatswain's Beach -Cayman's unique animal adventure and new home of the **Cayman Turtle Farm.**

Beneath the sea - snorkel amid thousands of tropical fish and keep a close eye on our toothy sharks. On dry land - get acquainted with our feathery friends and meet our dragon-like iguanas.

Boatswain's Beach... your chance to meet a part of our world that so few experience.



Cayman

Quench your thirst for adventure!

Come nose to nose with a shark. Smile at an iguana. Swim with fish.

www.boatswainsbeach.ky • cruise@boatswainsbeach.ky • 345-949-3894

"Kingstown Cruise Terminal • St. Vincent & the Grenadines"



St. Vincent's Kingstown Cruise Terminal is the Caribbean's newest destination. Managed Jointly by the St. Vincent & the Grenadines Port Authority and the private sector, the purpose-built terminal contains a full range of services including Customs and Immigration, a tourist information office, no fewer than 26 shops and retail outlets, a terrace café, rest rooms, post office, and telephone and fax facilities.

down area for 50 taxis/minibusses as well as parking for tourist busses. The cruise terminal has two berths:

- The North Berth accommodates cruise ships up to 260 meters in length overall and 70,000 gross registered tons with a maximum draft of 9.75 meters
- ◆ The South Berth is for smaller vessels up to 100 meters in length 4,500 grt and

Beyond the terminal building is a pick up/set 5.6 meters in drafr. The terminal has its own purpose-built landing stage for cruise passengers arriving by tender from a ship at anchor.

> Upper Bay St. Box 1237, Kingstown Tel.: 784-456-1830 Fax: 784-456-2732 E-mail: port-svg@caribsurf.com

President's Letter



Michele with Gordon Buck. Vice President, Port Operations - Carnival Cruise Lines at the 2006 FCCA Platinum Advisory Council Cruise.

Clearly the cruise lines are doing something right...they provide a high quality product at an affordable price, and maintain consistently high service standards. I believe that the service levels maintained on cruise ships, along with the diversity of the products and services they offer, are the foremost reasons that the cruise industry has been able to grow at such a remarkably steady pace.

Today, however, there is more competition than ever before for tourist dollars. How will your company, organization or country be able to compete in this continuously growing and changing tourism industry? Service - it is the key to the cruise line's success, and ours...and yours!

As we look forward to 2006 and beyond, the Member Lines of the FCCA encourage you to join us as we take the high road in our efforts to take care of our mutual customers... with integrity, compassion and understanding.

This issue of Caribbean Cruising contains a recap of our recent Platinum Associate Membership Advisory Council cruise aboard Carnival Cruise Lines' Fantasy, and the annual FCCA Holiday Gift Project. We also have the President/CEO of CLIA Terry Dale, share info on the industry's growth, also an overview of challenges facing the destinations and cruise industry, and a profile on Grenada's Cruise Tourism Industry.

The Member Lines of the FCCA wish you all a very happy and prosperous year... see you all at the FCCA Foundation Gala Dinner in Miami, Wednesday, March 15, 2006.

Service is not a department... it is an attitude!

Respectfully yours,

Michele M. Paige

Service

"The high road to service is traveled with integrity, compassion and understanding... people don't care how much we know until they know how much we care."

In 2005, the cruise industry continued its steady growth pattern as approximately 11.2 million passengers cruised, a 6.9% increase over 2004. The cruise industry is the most exciting growth category in the entire leisure market; overall the industry has had a compounded annual growth rate of 8.1% per year since 1980. It is projected that the cruise industry will continue its unprecedented growth in 2006 with 11.7 million passengers taking a cruise.



One Port of Call

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Beautiful sunny beaches are just the beginning when it comes to the efficiency of this thoroughly modern island. Behind the scenes we are hard at work making sure that everything that passes through our port is a smooth sailing affair!

From state-of-the-art communications and an unparalleled safety record to our modern dock services, nothing compares to Aruba...

An island built on Happiness



The 2006 Platinum Cruise personified harmony and balance. It permitted the collaboration of work and play. It allowed executives and Platinum Members, each representing different parts of the globe and alternate aspects of the industry, to share ideas. Many of the members arrived on Wednesday, January 25. They were lodged at the lavish Courtyard Marriott and welcomed by the FCCA, other executives, food, and an open bar.

The truly unique characteristic about this event is the ability to bring people of true importance on board with you: friends and family. In addition to allowing others to enjoy the event, it makes the occasion more memorable. Most parents know that a lot of networking is done through their children, which proved to be a beneficial experience for both parties.

Before boarding, everyone received a special treat: a tour of the Kennedy Space Center arranged by Port Canaveral. Executives, Platinum Members, friends, and family all enjoyed recounting our past success and failure through the years of space exploration. Not only did it serve as a history lesson and point of interest, it proved that failure is inevitable; learning from the errors and rebounding marks true accomplishment.

The tour served as a harbinger, indicating an imminent triumphant cruise. Not only did the tour bus bring everyone to the space center, it provided transportation to the port. After boarding Carnival's *Fantasy*, everyone was allotted some free time to explore the ship, unpack, enjoy more food, or anything else that would provide fun for them-Carnival's specialty.

The first get together was informal and held before dinner, allowing everyone to catch up and discuss important or trivial matters. It was conveniently held in the lounge directly above the dining room. Dinner continued the theme of conversation. The communication was vital throughout the cruise during all the events, fun or work related. Jim Urry, Director of Entertainment -Disney Cruise Line tells of some of the communicative advantages he had because of the event, "Sailing

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ARUBA



on the FCCA Platinum Cruise provided me the opportunity to discuss entertainment trends with others in the cruise industry. I also had the chance to meet shore excursion representatives who discussed port planning and alternative destinations. Most importantly, I was delighted to have the chance to meet FCCA Platinum Members, some of which I would have probably never met otherwise."

Friday would be an eventful day, so a good deal of the members went to sleep early while others took it upon themselves to discover why Carnival holds the "Fun Ship" title. The first meeting was held early in the morning in effort to permit a long day in Nassau. Leon Maisel, Mobile Bay Convention and Visitors Bureau, tells of some of the benefits these meetings provide, "The meeting afforded our destination an opportunity to hear first hand comments about our cruise business from the cruise executives themselves. The cruise-conference model creates an atmosphere that garners candor as well as a sincere interchange between cruise partners and ourselves."



Platinum event Cocktail party aboard the Carnival Fantasy.

The setting is frequently an important factor, and Roger Blum, Vice President, Cruise Programming -Carnival Cruise Lines, expounds on the advantages of the venue, "The FCCA Platinum cruise is a great opportunity to get to know our business partners in a more relaxed setting. There is plenty of time for business meetings, but once we sit down to talk business we do so in a more relaxed manner, since we know each other better. We also have a chance to experience other destinations and what they have to offer." John Flynn of Sand Dollar Sports also elucidates on the importance of the locale, "This being my first cruise as a Platinum Member, I was not sure what to expect. I found it to be a very pleasant environment to meet with many of the cruise line executives. Many times during my meetings in Miami or during the Sea Trade and FCCA conferences the executives meet in an office environment under extreme pressure. This venue allows for a much more personal environment where we can get to know each other and each others families." In order to perpetuate the laid back setting, it was essential to requite an early morning of work properly. What's a better reward after a work function than a fun-filled day in Nassau? As usual, options were presented in the form of seven shore excursions including snorkeling in



The Platinum event is a great time for partners to meet.

Stingray City, a glass bottom boat ride, an action packed speed boat ride, and a serene dolphin encounter.

Since the ship didn't depart until 6 a.m., FCCA scheduled an evening event, taking the Yellowbird party boat to Blackbeard's Key, sponsored by the Department of Tourism and the Attractions Association. Both the island and the party boat would reflect Nassau's vivacious nature. Upon entrance to Blackbeard's Key, members were treated to a buffet and open bar. They were further surprised and marveled when the Junkanoo dancers and band took the stage. A professional limbo dancer then got the group worked up with his feats and encouragement of crowd participation. The Yellowbird proved to be nearly as eventful as the island on the trip back, filled with Platinum Members, executives, family members, and friends exuberantly dancing. Though no award was given to the best dancer, it was nonverbally agreed that Max and Ashley Blum took the medals.

Saturday, January 28th, would be the last day of the cruise and meetings. It started with one-on-one meetings, allowing Platinum Members to schedule individual meetings with executives. "I recently had the opportunity to attend the FCCA Platinum Cruise hosted by Carnival on the Fantasy in Port Canaveral. It was wonderful to



Platinum Members receive 5 year Anniversary Pins.

see old friends and also meet new ones. We had the opportunity in the Advisory Council meeting to discuss and overview upcoming events. I especially enjoyed the opportunity to have a one-on-one meeting with several colleagues to discuss various ports and issues," Peggy Hicks, Norwegian Cruise Line, tells. Afterward was scheduled with more free time to enjoy the ship for the last moments. Another function was held to allow some final work discussions and banter. Of course, talk was prevalent during dinner, but working matters were growing evanescent along with the closing moments. Bert Swets, Director of Purchasing & Logistics -Disney Cruise Line gives his thoughts on the event, "The conference was another great success, not only to meet all the partners in the cruise industry and cruise destinations. The scheduled events and meetings gave ample opportunity to have formal meetings as well as informal gatherings, which many times are very productive."

The final day was marked by early rising with a final group gathering before disembarkation. The assembly shared a nice lounge complete with breakfast prior to leaving the ship. Perhaps they discussed the past events of the ship; maybe they shared some of the lessons they learned, ranging from space exploration to tourism on this world. The true



Platinum Members enjoy boat ride tour to Blackbeard's Key.

importance is that everyone left with something worthwhile. "This was my first FCCA cruise, and it truly exceeded my expectations. We have learned a great deal from our involvement with the FCCA and look forward to continuing our participation." Hopefully everyone had an experience similar to that of Richard Conti from the Port of Norfolk and is eagerly anticipating the next event.



Mathew Sams, Holland America (left) with Platinum members.

Tom McAlpin Joins FCCA's Executive Committee

Disney Cruise Line veteran Tom McAlpin took the helm at Disney Cruise Line in September 2004, leading the highly successful, top family cruise line into new waters. Through McAlpin's leadership, the line has successfully repositioned its flagship *Disney Magic* for a trial run away from homeport Port Canaveral, Fla., to the Port of Los Angeles for a summer stint of Mexican Riviera itineraries in 2005. Additionally in 2006, sister ship *Disney Wonder* has plans to venture on two first-ever 10- and 11- night itineraries to the Southern Caribbean. Likewise, McAlpin has lead both ships through two highly successful dry docks where major enhancements embellished the guest experience aboard over the last two years.

Joining the business more than 11 years ago as the chief financial executive, McAlpin has played an integral role in the creation of Disney Cruise Line since its inception in 1994. He was responsible for several key endeavors including: the development of the company's original business plan, the negotiation of ship contracts for the *Disney Magic* and the *Disney Wonder*, the purchase of Disney's private island, Castaway Cay, and the development of Disney's signature terminal at Port Canaveral, Fl.

Prior to joining Disney, McAlpin was the director of corporate and financial planning for Royal Caribbean Cruises, Ltd for eight years. He began his career as a CPA working for KPMG Peat Marwick in 1981 and became the chief financial officer for the CSB Leasing Group in 1984.

A native of Miami, Fl., McAlpin is a graduate of Florida State University and holds an M.B.A. from the University of Miami. He currently resides in Orlando, Fl.

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Platinum members and executives enjoy sometime together during dinner.



FCCA Delegates with Mayor of Cozumel, Gustavo Ortega Joaquin (Center).



Michael Ronan, RCCL, (right) meets with Platinum members for one-on-one meetings.



COME AND DISCOVER MARTINIQUE

r xperience the natural wonders of a tropical island L with all the comfort you would expect at home. Enjoy its lively Creole culture with a French flair. Rejoice in its pristine sandy beaches, lush rain forest and memorable the arts and the sun will embrace you! sunsets that French artist Paul Gauguin, brilliantly captured on canvas.

Take the time to savor a Ti-punch and flatter your taste L buds with French Creole cuisine. Visit Saint-Pierre, the little Pompeii of the Caribbean and don't miss Martinique's historical sites and museums.

• ome and discover Martinique, a world where life is sweet, a world where the people, the flavors,



For information and free brochures on Martinique please call (514) 288-1904 or visit: www.martinique.org

Coming Soon to Aruba...



Aruba Cruise Tourism is very excited with the soon to be installed first ever in the Caribbean, Information and Survey Hi-Tech kiosks in

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guests comfort.

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Platinum Highlights-

A motion detector will activate and welcome the cruise guests to use the services. The kiosks will be equipped with a touch screen giving access to information, Aruba DVD and video movies, and surveys in various languages. The best part is that all is provided for free to the cruise vacationers. This will be the first time ever that such a hi-tech cruise guest friendly equipment will be provided for the

will be at the Aruba Information booth in the cruise terminal to render additional service to maintain the person-toperson contact. Aruba is working constantly to accommodate our valuable

Huge cruise ship to make May 2006 stop in Port of Los Angeles

PORT OF LOS ANGELES - A 1,600passenger Holland America Line Inc. cruise ship, MS Ryndam, will make a scheduled stop here in May 2006.

Holland America received such positive comments after its MS Zaandam visited last year that the company decided to return, Tino Salud, general manager of cruise services for the Port of Seattle, revealed to the Port Angeles Chamber of Commerce.

If you would like to submit news for possible publication in the Platinum Higlights section please contact Adam Ceserano at adam@f-cca.com



- Platinum Highlights

Phillip C. Allen Named Port **Everglades Director**



Port Everglades, Fla. (Feb. 7, 2 0 0 6) -Following a national search, the Broward County Board of County Commissioners

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mously appointed Phillip C. Allen as the official Director of Port Everglades.

Allen has served as Interim Port Director for the past seven months. He also held the temporary position in 2000 and 2001, and was a member of the transition team that guided the Port's governance to the Broward County Commission in 1994.

Since June 2005, Allen has navigated the South Florida seaport through a record hurricane season and state security compliance, celebrated the commissioning of a new U.S. Navy warship, and has completed the Port Department's five-year business plan. During his earlier tenure, Allen led the Port into a banner fiscal year with operating revenues of \$79.7 million. He guided Port security changes following the terrorist attacks in 2001, introduced the Port's 2020 Vision Master Plan, and was instrumental in negotiating contracts for several new shipping operators. A new cruise terminal opened during his administration.

Allen has served as Chief Financial Officer for Broward County since 1986. He has been responsible for all county fiscal operations including tax collection, fiscal policy, accounting,

cash management and records. In addition, his responsibilities included overseeing personnel and labor relations, child support enforcement and information/ technology issues. He has managed 40 bond financings for the County providing more than \$4 billion of capital financing. He also served as Interim County Administrator.

Prior to his arrival in Broward, Allen served as Finance and Budget Director for the City of Cleveland, Ohio, following the city's much publicized default in late 1978. He is credited with restoring the city's fiscal integrity.

Allen holds a Bachelor's Degree in Business Administration from Ohio University and an MBA from Akron University.

As one of South Florida's leading economic engines, Port Everglades is the gateway for international trade and cruise vacations. Port Everglades is ranked as one of the busiest cruise ports worldwide, the nation's 12th busiest containerized cargo port and South Florida's main distribution hub for petroleum products including, gasoline and jet fuel. The Port Everglades Department is a self-supporting Enterprise Fund of Broward County government with operating revenues of approximately \$105 million. It does not rely on local tax dollars for operations. The Port provides more than 13,550 direct jobs and generates \$2.4 billion in business activity and \$761.1 million in personal income annually in Broward County.

More information on Port Everglades, which is governed by the Broward County Board of County Commissioners, is available on the Internet at www.broward.org/port or by calling 954-523-3404.

Puerto Costa Maya Celebrates 2 Millionth Passenger

Puerto Costa Maya, the Western Caribbean's fastest growing port, is strategically located just hours from Cancun on the southern Yucatan Peninsula. Sheltered by the world's second largest coral reef, Puerto Costa Maya can accommodate three ships at once and transports passengers from a deep water pier to a 70,000 square foot state-of-the-art Mayan entertainment complex that showcases the region's colonial heritage coupled with all of today's modern conveniences.

Resembling an early Mayan city, the port features three grand pavilions where guests can dine, shop for local crafts, jewelry and leather goods, or choose from a wide range of sea and shore excursions. Multi-lingual guides lead Costa Maya's visitors to uncover ancient Mayan archeological sites or experience the local beaches, jungle treks, an Alligator World or the newest excursion, Dolphin Dream Experience.

Earlier this year, the port celebrated its 2 millionth passenger milestone, and will soon host the world's largest ships, the Freedom of the Seas and the Queen Mary 2.

In addition, Puerto Costa Maya's dramatic growth has spurred development of the entire region. Since the port's inception, the surrounding town of Mahahual has slowly transformed into a city complete with grand avenues, a modern highway, a hotel, real estate opportunities and an airstrip. For more information, visit www.puertocostamaya.com or call 011 52 (998) 267 7700.

Lee Bailey Has Arrived at Another Milestone in the **Tourism Industry After 35 years.**



a company that handles tours ashore, air/sea passenger exchanges and port agency services as well.



Mr. Bailey claims he looks to the Industry for guidance and advice but most importantly, it is for the region to understand the impact of the Cruise Industry on their communities and also to understand that the offerings are assured and not allinclusive, they are all-embracing.

What of the future? He has seen the need to keep pace with the current



Platinum Highlights

Cruise

trends and he is in the early stage of a Doctorial pursuit and with tourism growing at a rapid pace in the Caribbean, he looks forward to sharing his knowledge and to assist in promoting the region and his country, as a premier destination.

With the rapid changes and massive development of the Cruise Industry in the Caribbean region and he hopes that in the future, the various enterprises in the Caribbean will find it necessary to invest in the Cruise Conversion program which could prove beneficial to the local enterprises and raise the levels of room occupancy.

CRUISE SHIPSNEW RUIDS

	Cruise Line	Ship Name	Delivery	Tonnage	Capacity	Price*	Shipyard
2 0 0 4	Carnival Cruise Lines Carnival Cruise Lines Costa Cruise Lines Holland America Line Mediterranean Shipping Princess Cruises Princess Cruises Princess Cruises Royal Caribbean Int'l	Carnival Miracle Carnival Valor Costa Magica Westerdam MSC Opera Diamond Princess Caribbean Princess Sapphire Princess Jewel of the Seas	March Fall Fall April June March April May June	88,500 110,000 105,000 85,000 60,000 113,000 116,000 113,000 90,090	2,124 2,974 2,720 1,848 1,600 2,670 3,100 2,670 2,501	\$375 \$500 \$400 \$250 \$450 \$460 \$450 \$400	Kvaerner Masa-Yards Fincantieri Fincantieri Chantiers de l' Atlantique Mitsubishi HI Fincantieri Mitsubishi HI Meyer Werft
2 0 0 5	Carnival Cruise Lines Norwegian Cruise Line Norwegian Cruise Line P&O	Carnival Liberty Pride of America Norwegian Jewel Arcadia	July June August April	110,000 81,000 92,000 85,000	2,974 1,900 2,384 1,968	\$500 \$440 \$510 \$400	Fincantieri Lloyd Werft Meyer Werft Fincantieri
2 0 0 6	Costa Cruise Lines Holland America Line Mediterranean Shipping Norwegian Cruise Line Princess Cruises Royal Caribbean Int'l	Costa Concordia Noordam MSC Musica Pride of Hawaii Crown Princess Freedom of the Seas	Summer January July April May May	112,000 81,769 90,000 92,000 116,000 158,000	3,800 1,918 2,568 2,376 3,080 3,600	\$565 \$400 \$630 \$395 \$500 \$720	Fincantieri Fincantieri Chantiers de l' Atlantique Meyer Werft Fincantieri Aker Finnyards
2 0 0 7	Aida Cruises Carnival Cruise Lines Costa Cruise Lines Cunard Line Mediterranean Shipping Norwegian Cruise Line Norwegian Cruise Line Princess Cruises Royal Caribbean Int'l	TBA Carnival Freedom Costa Serena Queen Victoria MSC Orchestra Pearl Gem Emerald Princess TBA	April February May December April February October Spring Spring	68,500 110,000 112,000 86,000 90,000 93,000 93,000 116,000 158,000	2,030 2,974 3,800 1,968 2,568 2,384 2,384 3,100 3,600	\$378 \$500 \$636 \$468 \$630 \$500 \$510 \$525 \$750	Meyer Werft Fincantieri Fincantieri Chantiers de l' Atlantique Meyer Werft Aker Finnyards Fincantieri Aker Finnyards
2 0 0 8	Aida Cruises Carnival Cruise Lines Celebrity Cruises Holland America Line Mediterranean Shipping P&O Princess Cruises Royal Caribbean Int'l	TBA Carnival Splendor TBA TBA MSC Fantasia Ventura TBA TBA	Spring Spring Fall Summer Spring Spring Fall Spring	68,500 112,000 117,000 86,000 133,500 116,000 113,000 158,000	2,070 3,000 2,850 1,918 3,300 3,100 3,100 3,643	\$390 \$584 \$640 \$450 \$550 \$580 \$570 \$828	Meyer Werft Fincantieri Meyer Werft Fincantieri Chantiers de l' Atlantique Fincantieri Fincantieri Aker Finnyards
			Caralia a	(0.500	2.020	\$200	Marray Went
2 0 0 9	Aida Cruises Carnival Cruise Lines Costa Cruise Lines Mediterranean Shipping Royal Caribbean Int'l	TBA TBA TBA MSC Serenata TBA	Spring Fall Summer Spring Fall	68,500 130,000 112,000 133,500 220,000	2,030 3,608 3,004 3,300 5,400	\$390 \$640 \$575 \$550 \$1024	Meyer Werft Fincantieri Fincantieri Chantiers de l' Atlantique Aker Finnyards
	Totals	41 Ships		4,392,859	113,906	\$21,413	

Note: FCCA Member Cruise Lines in bold. * Prices are estimated (in millions).

From four lanes to shipping lanes,

ALL ROADS LEAD to MOBILE BAY.



Canada... filled with families, couples, friends... drove to Mobile to embark on Western Caribbean cruises on the Carnival fun ship Holiday out of the Port of Mobile. Carnival Cruise Lines say the Mobile excursions more than exceeded their already high expectations for their first year traffic.

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Wyoming, Colorado and states in between who took the four and five-day cruises of their lifetime last year, leaving from Mobile.

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A port to remember. A history to discover. An island of possibilities.



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_ America's Caribbean - ~

the Cr Internation (CLIA)'s and nearly agencies

The growth of the cruise industry continues, with the Cruise Lines International Association (CLIA)'s member lines and nearly 17,000 travel agencies entering an era distinguished by innovative, feature-rich ships, international ports of call and convenient departures from close-to-home embarkation cities. CLIA's member lines are forecasting a record 11.7 million

member lines are forecasting a record 11.7 million passengers in 2006, an increase of one half-million guests over 2005, with 10.14 million originating in North America. CLIA's positive forecast for 2006 follows another successful year for the cruise industry in 2005. Based on third-quarter

CLIA's positive forecast for 2006 follows another successful year for the cruise industry in 2005. Based on third-quarter 2005 results and fourth-quarter estimates, CLIA-member cruise lines carried 11.2 million worldwide passengers in 2005, a 6.9 percent increase over the 10.46 million carried in 2004. CLIA-member lines carried 9.71 million North Americans in 2005 (compared with 8.87 million in 2004), and also maintained their high utilization rates, posting a collective occupancy factor of 103 percent in 2005.

The 500,000-passenger increase forecast for 2006 represents a 4.5 percent year-over-year growth commensurate with the CLIA member cruise lines' planned 4.5 percent net increase in 2006 capacity. The industry's growth is headlined by the Caribbean, which as it has for virtually the entire history of the cruise industry, continues to rank as the dominant cruise destination, accounting for 40% of all itineraries. Kids sailing aboard CLIA member-line ships can enjoy a host of supervised, age-appropriate activities while adults take in the sun on deck, enjoy a massage for two in the spa or take an enrichment class. In the evenings, many lines offer babysitting services so that couples can enjoy a "night on the town," including dining and dancing.

This new breed of traveler is also demanding more from the land portion of cruise vacations. Thanks to CLIA and the fCCA, shore excursion offerings have become much more dynamic over the years. Optional sightseeing tours now run the gamut: Guests can swim with string rays, explore islands by four-wheel jeep, discover the depths of the ocean by Atlantis submarine, ride horseback on the beach or river tube

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Strong Cruise-Caribbean Partnership A Key Factor in Industry's Growth

By Terry L. Dale, President & CEO - Cruise Lines International Association

unfailingly exceed the expectations of a growing population of travelers. Today's travelers would be hard pressed to not find a cruise line, ship, stateroom and itinerary that did not offer something for everyone.

In fact, between 2006 to 2009, the CLIA-member cruise lines will invest a staggering \$13.5 billion in 22 state-of-the-art new ships. In 2006 alone, six new ships, from Costa Cruises, Holland America Line, MSC Cruises, Norwegian Cruise Line, Princess Cruises and Royal Caribbean International, with guest capacities ranging from 1,848 and 3,600 passengers will sail the world's waters for the first time.

through tropical countryside. They can also simply loll on one of the Caribbean's famed, pristine beaches and look out toward the aquamarine sea.

The increasing numbers of North American homeports have also greatly added to the success of Caribbean cruising. These convenient departure ports often eliminate the need to fly, thereby reducing the overall price of a cruise vacation significantly - and making the Caribbean an even more attractive vacation option for legions of travelers, including first-timers who might otherwise eschewed cruise vacations.

Another major contributing factor to cruising success is the very active role that CLIA's member travel agencies play in promoting and selling Caribbean cruise vacations. For more than 30 years, CLIA has served as the bond between travel agents who sell cruise vacations and the cruise lines, supporting retailers through a classroom curriculum and travel agent certification program that is today recognized as the travel industry's gold standard for cruise sales and product educational training.

CLIA member agencies also have the opportunity to take advantage of a wide range of promotional and marketing support including manuals, instructional guides and CDs, and electronic information - all designed to help agencies sell more cruises, more profitably. CLIA also employs a variety of communications and promotional strategies to spread the positive benefits of cruise vacationing and the experienced and knowledgeable professionals at CLIAmember travel agencies.

Several emerging consumer trends are driving the cruise industry's continuing growth.

The trends include:

- All in the Family Travelers increasingly desire multigenerational vacations that include grandparents and kids. Today's cruise ships offer age-themed facilities and amenities to satisfy every member of the family.
- Mass-clusivity Today's consumers regardless of economic class – desire travel experiences previously reserved for the most affluent travelers. Cruise ships provide this mass-clusivity, offering guests a sybaritic lifestyle normally enjoyed only by the privileged few.
- High Seas, High Tech Cruise vacationers are not "cutoff" from the world when at sea. On the contrary, today's ships

- offer Internet facilities, Wi-Fi zones and interactive electronic guest services and even cell-phone capability.
- Playing Hard with Soft Adventure Today's vacationers are looking for active shore excursions, and cruise lines deliver.
- Cruise Cuisine Comes of Age The quality of fare and range of choices aboard today's cruise ships meet or exceed anything found ashore. From contemporary brands to luxury operators, cruise lines have teamed with world-class chefs to create diverse dining options to suit the most dis criminating palettes.

CLIA's nearly travel agencies and cruise lines are working toward the same goal: to nurture and support the growth of cruise tourism. The CLIA member lines' commitment to creating innovative, guest-gratifying new ships, coupled with the hard work and dedicated efforts of North America's travel agents and the support of government and tourism officials in Caribbean all of which bode well for continued fruitful partnership between the entire Caribbean region and the cruise industry.

The successful relationship that has developed between the Caribbean and the cruise industry really would not have been possible without the assistance of the Florida-Caribbean Cruise Association (FCCA), which has played a pivotal role in bringing Caribbean tourism, government and destination officials together with the cruise lines together to create initiatives that support cruise tourism growth and create opportunities for local and regional suppliers. FCCA has also sponsored diverse programs that address issues as diverse enabling ships to remain in port for longer stays to helping Caribbean destinations develop new tours and attractions for visitors.

Also, by coordinating charitable humanitarian initiatives in the Caribbean, the FCCA, by its example, illustrates that the cruise industry does, indeed, care about this very important region of the world.

Once again, CLIA would like to recognize the FCCA for the superlative work it continues to support the cruise industry in the Caribbean. We at CLIA look forward to many years of working with the FCCA and its Caribbean partners – and to growing cruise tourism to the region in 2006 and the years to come.

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he FCCA Caribbean Cruise Conference & Trade Show will be held in the Cayman Islands, October 31 through **L** November 3, 2006. This once-a-year event, generally regarded as the industry's premier gathering, promises to bring key players from all areas of the cruise industry together. This is the only place where you are provided with the opportunity to meet with and develop business and personal relationships with dozens of the cruise industry's top decision-makers.

The yearly Conference creates strong bonds between attendees and cruise executives from the FCCA Member Cruise Lines by providing them with the opportunity to come together for an unprecedented three or four days. Moreover, the nearly 100 high level cruise executives who attend each year are committed to working with each and every attendee to create a win-win situation for all. There is no other industry event that provides attendees with the opportunity to have breakfast and lunch with a couple of the cruise executives in attendance during the day, participate in numerous business functions, workshops and meetings and then have dinner and drinks in the evening with more cruise executives...over a full three-day period!

If you were interested in doing business with the cruise lines you would need to:

- Develop a comprehensive business plan detailing ٠ your proposed business.
- Formulate a business proposal to present to the cruise executives.
- Establish contacts and make arrangements to meet with the decision makers from the cruise lines.

The FCCA Caribbean Cruise Conference & Trade Show is the one and only place where you can meet with the key decision makers from the FCCA Member Cruise Lines. You will be able to:

- Increase your cruise industry contact base dozens of cruise executives from the Operations, Purchasing, Marketing and Shore Excursions areas will be in attendance.
- Gain insights on what the cruise lines' needs are and what they are looking for in terms of products, services and ports of calls.
- Establish a clear vision on how to proceed on the road to success in your dealings with the cruise lines.
- Save time, effort and money nearly one hundred top decision makers from the 12 FCCA Member Cruise Lines will all be in one place...and committed to work with you.



Cruise executives and conference delegates meet for one-on-one meetings.

The Conference provides numerous structured opportunities to interact with the cruise executives. The event will open on Tuesday, October 31, 2006 with the FCCA Charitable Golf Tournament, complete with a private luncheon for the participants. In addition, a Cocktail Reception, a Business Card Exchange Cocktail Party and the Cayman Islands' Welcome Party will also be offered – all in the very first day, with two more days of similar opportunities to come!

The Conference also features eight or nine distinct workshops designed to highlight different areas and issues thought to be of interest to industry partners. The workshops are intimate in order to stimulate 'roundtable' discussions.

In addition, the FCCA Trade Show provides exhibitors with the opportunity to showcase their products, services and destinations. Informal breakout sessions enable Conference delegates to meet one-on-one with top cruise executives to discuss their ideas and/or proposals and learn first-hand if there is any interest on the part of the individual cruise executive or the respective cruise line.

The structured opportunities will not be your only or even best opportunity to network with the cruise executives in attendance. As you know, in today's business world more and more business relationships and deals are formulating and struck in social settings. The cruise executives are committed to working with you from the moment they arrive right throughout the three or four days that they will be staying in one of the Conference hotels. In other words, they are willing and able to speak with you at any time – we urge you to take advantage of this one-a-year opportunity.

So, if you would like to strengthen you bonds with the cruise lines, make new contacts and increase your share of cruise business, join us in the Cayman Islands...October 31 -November 3, 2006.

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FCCA Holiday Gift Project

Brightens the Holidays for Children of the Caribbean

t isn't hard to envision waking up as a child on Christmas day and running to the tree full of enthusiasm and antic-Lipation. Unfortunately, many of the youth throughout the world would have no recollection of this course of events. The FCCA Foundation took this into consideration and made a few deliveries that St. Nick neglected, distributing over 6,000 smiles and feelings of Yuletide joy to those less fortunate in over 27 destinations throughout the Caribbean, Mexico, and Latin America. Although they didn't experience the traditional festive family gathering, they received their presents at a celebration thrown in their honor.

The Holiday Gift Project was orchestrated by the FCCA, the Member Lines, and participating destinations. On this day, children eagerly awaited a cruise ship instead of a sled. However, if you looked closely you might have seen Mickey Mouse guiding the bearer of bliss. He and his friends acted as elves, assisting Santa Claus during his distribution of gifts to children ranging from infants to teenagers. Luckily, the jolly fellow didn't have his Naughty List present, so all of the onlookers received a gift specialized for their age and interest. The charity coalition visited institutions including orphanages, homeless shelters, foster homes, and schools. Curlene Burrowes, the Principal of Stapledon School, shares her thanks and tells of the impact made in Nassau, "On behalf of the students of Stapledon School, I would like to say a heartfelt 'Thank You' for arranging for the special students to be recipients of Christmas Gifts. Many of our students would not receive gifts at all if it were not for the kind gesture by the Florida-Caribbean Cruise Association."



The glow emitted from the smiles of the children reflected the joy of the season and served as a sufficient "Thank You" card. As Burrowes noted, the gifts given would be the sole remnants of the season for many. This is why many are anxious to participate, such as Celeste de Leon of the Ministry of Tourism of the Dominican Republic, who remarks, "We are anxious to participate in this good cause and joy you bring to the children of our country. We understand the need these children live everyday and this is why we love to support you every year." Mark Witko of Disney Cruise Line, another willing contributor, shares, "We really can't thank you enough for the opportunity to partner with you on this special event. Visiting the children with our VoluntEARS and Disney Characters has become an annual tradition at Disney Cruise Line, and we sincerely look forward to it every year."

Though this has become an annual event, astonishment was seen in the eager children's eyes. However, they weren't the only anxious ones. Cameron Jeffrey of Celebrity Cruises couldn't help but get swept up by the event, "This is the second time I have been involved with this program, and I must say that it was so heart-warming and touching to be involved with this year's event. The children had a great time. The Celebrity crew came in dancing and had a great time with the children; it brought a tear to the eye. It definitely put us in the holiday spirit!" Margaret Jones of the Jamaica Tourist Board also found herself and others immersed in the activities, "It was once again my pleasure to coordinate this year's FCCA Holiday Gift event here in Montego Bay. The teachers and children at the Salvation Army Basic School were ecstatic! It was a very fun filled





















































activity, especially with Santa handing out the gifts. We were also very surprised and felt honored that the Master of the Conquest was there with us, and the children loved him!"

This is the twelfth year in which the Foundation has sought to improve the lives of the Caribbean citizens through similar projects. Through projects like these, the Foundation has shown that money isn't the sole provider of joy; it takes caring and participation. By employing such strategies, they have impacted the lives of thousands: an adequate return for the almost \$3 million plus invested. Thanks to the collaboration of the FCCA and the Member Lines, this event has brought happiness to the children of the Caribbean. It would never be possible without the following destinations and cruise lines:

Carnival Cruise Lines

Aruba Freeport, Bahamas Montego Bay, Jamaica Cabo San Lucas, Mexico Mazatlan. Mexico

Celebrity Cruises Nassau, Bahamas

St. Kitts

Costa Cruise Lines Dominican Republic

Disney Cruise Line St. Maarten St. Thomas, U.S.V.I.

Holland America Line San Juan, Puerto Rico

Norwegian Cruise Line

Belize Roatan, Honduras Cozumel, Mexico

Princess Cruises

Barbados Cayman Islands Dominica Grenada St. Lucia

Royal Caribbean International

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Florida-Caribbean Cruise Association 13th Annual FCCA Caribbean

Cruise Conference & Trade Show October 31 - November 3, 2006

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Princess for a Day Auction Raises \$70,000 for the FCCA Foundation for the Caribbean



Though no royalty was present during the Princess for a Day Silent Auction and Luncheon, many of the attendants felt sovereign as they made donations to mutually benefit those less fortunate. During their short time on the *Caribbean Princess* the small group was able to raise over \$70,000 for the people of the Caribbean.

The event was indeed a fundraiser, but the participants by no means came out empty handed, bidding on items ranging from vacation packages, artwork, jewelry, sports memorabilia, and even an all terrain vehicle.

Dorine Nielson, Chairman of the event, shared her thoughts, "I think that the reason our event was such a success is because of the support we received from our FCCA Members and Cruise Industry partners. The Associate and Platinum Members were so generous in donating items for our silent auction. Also, I have to give credit to Steve, the Captain and staff of the Caribbean Princess for being so gracious and cooperative during the planning process and on the day of the event. We took extra care to make sure our guests enjoyed themselves." Madeleine Arison elucidates on the importance and success of the event, "I thought the luncheon was a wonderful event and that Princess did a fantastic job. I'm happy to know that the money raised will go towards worthy causes in the Caribbean. Having spent a lot of time in the Caribbean and seeing the obvious needs are there, I am of course delighted to see Michele's efforts through the

FCCA Foundation result in making an impact by helping those in need."

The event personified the magnanimity and dedication of all those that assisted. It showed what can be accomplished when a group strives for a common goal. Though the figures speak for themselves, with hundreds of items sold, Michele Paige of the FCCA shed some words about the event, "I know our accomplishment is decided by those who donate, so any contribution was truly appreciated."



There are still additional donated items that were not paired with a winning bidder and they will be given a second chance at the FCCA Gala in March, 2006. There are also plans to hold next year's event via the internet in December, 2006 in attempt to be even more efficient.We know that the success of this next event will be decided by those who donate, so we again reach out to our partners asking for commitment of auction items for our next spectacular event December 2006!

The event was without a doubt a success, no matter what front you view it on. It raised money for a positive goal, and it allowed many industry executives, friends, and family to purchase items at a bargain. Dorine Nielson summarizes, "Overall, the event was a success and I'm very proud to have been part of the process. Raising \$70,000 is significant and no doubt the FCCA Foundation will continue to make a positive impact in the Caribbean."

Princess For a Day Sponsors

We would like to thank the following sponsors for donating to the FCCA Foundation "Princess for a Day Luncheon."

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By Edwin Frank, Grenada Board of Tourism

The December 2005 opening of the new Cruise Terminal Shopping Mall on Melville Street, St. George's, is proving to be a major shot in the arm for Grenada's tourism industry. This positive change in the shopping mix is most obvious to the discerning cruise ship passengers that were fortunate to visit this "Spice Island" previously. In addition, the opening of a shopping complex at the South City Plaza in Grand Anse, along with the existing shopping outlets at the Excel Plaza, Spiceland Mall, and the Grand Anse vendors market have all combined to usher Grenada into the realms of destinations with fantastic shopping opportunities. Passengers are therefore now able to choose from a wider range of both local and foreign made gift and craft items that mirror unique aspects of Grenada. These include products like fragrances, cosmetics, local arts and crafts, jewelry, clothing, shoes and many more.

Significantly, these strides in the welcoming infrastructure have been dubbed a breath of fresh air as Grenada adheres to its pledge to inspire satisfaction among passengers from both big and small ships. This is demonstrated in the provision of services that include garbage collection, telephones, customs, immigration, limited supplies and repairs, tender service, pilot, port agents, as well as a ship chandler.

The quality and size of ships now visiting Grenada have enabled Grenadian service providers and stakeholders to appreciate the growing popularity of Grenada as a cruise ship destination. This has also given satisfaction to tourism officials who are adamant that in this rebuilding era every effort must be made to create a cruise tourism product that is manifestly better than what obtained prior to the compromising effects on the industry by Hurricane Ivan. In this regard, training for all involved was highlighted as a priority venture during the months prior to the beginning of the last cruise tourism season.

The hiring of a new Facilities Manager for the Grand Anse and Morne Rouge beaches is a development that fits into the overall challenge to make Grenada's product more user friendly and amenable to the expectations of cruise passengers. Observant repeat visitor can notice the positive changes that this appointment has facilitated on these beaches.

Benefits from Grenada's cruise tourism industry are not limited to the satisfaction of passengers only. A schools



programme on Princess Cruises has resulted in Grenadian students being trained to acquire skills associated with the many services rendered on board the ships. This initiative is a means by which services at all levels of the tourism sector in Grenada are enhanced and perfected. In addition, FCCA arranged for Princess Cruises ship to have Santa dole out Christmas gifts to children from selected schools of Grenada.

Overall, in spite of the challenges, Grenada's tourism industry continues to recover as efforts are sustained to address the Product Development issues that are critical for balanced and sustainable growth. At the same time, the Government maintains its desire to provide incentives for ships to include Grenada on their itineraries.

Activities like river tubing, mountain biking, kayaking, hiking, diving, whale and dolphin watching, and walking tours are all now available. Tourist attractions certified fit for visits include Forts George and Frederick, the Annandale Waterfall, Grand Etang National Park and Grand Anse Beach. Similarly certified are the Concord Falls, Dougaldston Estate, and the River Antoine Rum Distillery.

Truly, Grenada is on the mend! The soul of the destination is alive. With all the efforts at product upgrade Grenada, as a cruise destination is on the up.

For more information on the Grenada Cruise Port Facility, contact Grenada Ports Authority at Tel: 473-440-7678

E-mail: grenport@caribsurf.com portmanager@caribsurf.com

For further information, visit the Grenada Board of Tourism Website www.grenadagrenadines.com

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FCCA 2006 Poster Competition Winners

E ach year the Florida-Caribbean Cruise Association invites students from the Caribbean, Latin America and Mexico to participate in the annual FCCA Foundation for the Caribbean Children's Environmental Poster Competition. This year, thirteen nations throughout the Caribbean region accepted the invitation to participate.

One entry per category was selected as winners for their message that advocated the role each destination plays in preserving the environment. Winners included 12-year-old Trifon Simmons of Nevis' St. Thomas Primary in the Junior Division (ages 12 and younger) and in the Senior Division (ages 13 - 16) 15-year-old Sabrina Romulue of St. Lucia's Castries Comprehensive Secondary School.

Students throughout the Caribbean region were asked to create a poster that visually depicted at least three ways they believe could help protect the environment and promote environmental awareness in their country. The competition's purpose is to promote and stimulate environmental awareness among students and effectively educate younger generations on the importance of environmental protection. Each country submitted one poster in each age category to represent as its finalist.



Trifon Simmons of Nevis poster **"Preserving Our Environment,"** *depicts how conserving trees, preserving the man-groves swamps and protecting the costal waters, can make a dif-*

ference in preserving the environment. The poster expresses the outcome of both negative and positive impacts on the environment.



Sabrina Romulue of St. Lucia poster **"Your Environment Reflects You,"** *illustrates both the negative and positive aspects of the environment. The tree signifies growth and development and takes the form of a man and woman to represent the people of the land. This is to enhance the idea of the good and bad. The woman represent the negative effects of abusing the environment and the man represents the positive effects of nourishing the environment and he is considered to be stronger and suits best to support the positive side.*

The FCCA also congratulates the second and third place winners in each division. Twelve-year-old Bianca Blanchard from Haiti won second place and ten-year-old Kalyla Jones from Belize took third place in the Junior Division. Senior division second place winner is sixteen-year-old Attainea Toulon from Dominica and fourteen-year-old Amelia Layne in third place. Second place winners in both categories will each receive US \$1,500 and third place winners will receive US \$1,000.

The winners, Trifon and Sabrina will each received an educational scholarship of US \$2,500. The FCCA will also award US \$500 for art supplies to the schools of the first, second, and third place winners in both categories. The other finalists in each division will receive US \$200 rewarding their participation and good work. 12 degrees north.68 degrees west.

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Moving Forward

Destinction Challenges bacing the Unitse Industry Today and Tomonowy

By Mark H. Ittel, Partner, Bermello, Ajamil & Partners, Inc. (Platinum Member)

Without today's destinations and those emerging tomorrow, modern cruise ships - while grand in stature and packed with onboard amenities - are still only very maneuverable resorts.

The meteoric rise of the modern cruise industry as a leading travel and leisure enterprise has been remarkable both in the complexity of internal and external business challenges faced and the ability of cruise lines to adapt and overcome these obstacles. Many of the observed challenges are common to rapidly growing travel and leisure companies: Mergers and acquisitions; vertical and horizontal integration of business elements; control of costs; media and public relations; changing consumer behavior. Others are in many ways unique to the industry and require continued effort and creativity to ensure the long term success and growth.

Broader issues have posed challenges to the cruise industry, mostly in terms of public perception, credibility, global expansion and profitability. The cruise industry as a whole meets head on issues related to environmental regulations; safety & security of ships, passengers and crew; onboard sanitation, cleanliness and health; and jurisdictional matters. The lines also must consider costs incurred in fuel and new-building; sales distribution channels; onboard programming; marketing; and impacts to destinations in terms of port and upland tourism infrastructure, economic impacts and community support resources.

The core of the cruise industry remains the destination. In this article, I address one such challenge—the changing strategic nature of cruise destinations—and provide insights into how both destinations and the cruise industry will continue to shape their mutually beneficial relationship in the coming years.

Defining Destination Stages

Each destination is unique in its landscape characteristics,

culture and government. Each defines its own tourism development stage, thus the relationship between the cruise industry and destinations is a symbiotic one where mutual challenges exist. Destinations are increasingly strategic and have different needs for moving forward. Broadly, destinations can be categorized as follows:

• *Niche* destinations cater to specific smaller cruise adventure brands and exclusive land-based tourism. They have limited or no port infrastructure or upland support options to cater to cruise tourism. These are likely tender ports with small populations and one or two unique destination draws.

In the Caribbean examples may be Exuma Cays with powdery beaches and bird watching; the volcanic island of Saba; Jost Van Dyke with its great snorkeling; or Anegada featuring 18-mile long Horseshoe Reef making it one of the largest reefs in the world.

• *Emerging* destinations typically provide several unique tourism offerings that often fall into the niche categories of tourism. Often these destinations have a small land-based tourism product. This could be the result of a group or the government making contrite strides to improve visitor accommodations. This could be a small place with bigger dreams. Cruise calls are an affair in terms of land arrangements. They may impact the entirety of the community to a great degree dependent upon the vessel size. In many cases this destination may linger for years in cruise anonymity and then rise to the challenge of a rapidly expanding cruise marketplace. Many times they are dependent upon one cruise brand or type and have geared their destination offerings and delivery systems to specifically support this market. They are just beginning to awaken to the potential and impacts of cruise.

"Cruise lines assume a risk when they decide to place an unproven, emerging destination on an itinerary. It can mean



another destination might be dropped. A decision that is never taken lightly, and it involves significant investment to create awareness of the change and the benefits offered by this new destination." according to Rick Strunck – Director, Itinerary Planning, "It's only fair that a commitment like this be met with a promise of loyalty to, and partnership with, the cruise line taking this risk."

Roatan is an emerging destination in the Caribbean that is beginning to cater to more than one cruise brand and type. Honduras is rapidly building new product and island infrastructure and is debating the impacts and opportunities associated with cruise. There are still few stakeholders offering products and services. Cruise brands are contemplating its development and involvement in future itineraries.

• *Transitional* destinations undergo a radical transformation for both land-based and cruise tourism in terms of infrastructure development over a relatively short period of time. These destinations are developing a solid base of land tourism, moving from small 2-star hotels and all-inclusive package stays to four star hotel properties. This evolution is fast-paced and can be difficult for stakeholders attempting to adapt to the changing atmosphere. The rapid evolution can create an atmosphere of skepticism as to the proper direction of change. Producing arguments amongst stakeholders, vocal community discussions and overt concerns as to the impacts of the cruise industry. Public relations and marketing are new tourism tools. Government finds themselves trying to refocus on tourism issues and understand how to move forward. Advice and direction from sources outside of the local stakeholders or tourism industry is critical to assist in steering the ship in the right direction during this stage.

One example of this type of destination is St. Kitt's, where the FCCA Fall Conference was just held.

"The transitional destination has the opportunity to go either way at this point." According to Steve Hites, President & Director of St. Kitt's Scenic Railway. He adds, "St. Kitt's is a destination at a crossroads. This is an opportunity to go to other destinations for their experience. If we do not follow the recommendations of those that have gone down this route before and learn from their experiences, we could lose headway."

The new Marriott Hotel has favorably impacted the island's economy by creating new employment opportunities and

improved its tourism image. Private entrepreneurs and the Government are emerging to work with the cruise industry with potential development plans, while simultaneously considering the impacts on the island community. A brand image is emerging for the destination. There are still issues concerning retail opportunities, port infrastructure and transportation requirements. Flexibility in operations and meeting the needs and expectations of the client are beginning to become clear.

Steve also says, "It is important for transitional destinations to have continuous growth so they can financially afford to evolve. There must be a coordinated working relationship for infrastructure, products and support services to happen. There is a tipping point to move to the next level."

• *Mature* destinations such as Grand Cayman, Cozumel and St. Thomas are all well established in serving the needs of the cruise industry. This destination type has highly developed tourism products and services geared for many types of consumers – both land-based and cruise. There is a solid tourism product and in most cases infrastructure have been developed publicly, privately or by both to meet the needs of the cruise industry. A brand image of the destination is well established and often has undergone several evolutions based on destination trends, product development, media and marketing campaigns. Tourism products have undergone wholesale changes to meet demands for quantity, quality and diversity. Retail programs are challenging due to the volume of stores and revenue expectations. Relationships have been forged with government principles and cruise industry leaders.

These destinations often have established operations and perceptions that are difficult to change or modify due to the length of time over which development has occurred. They are ports with many berths or tender ports that have been hesitant partners in development, but now must maintain the infrastructure developed to feed the community's needs.

Homeports and private destinations also provide for a variety of unique challenges and opportunities. They are strategic in itineraries and their strengths are often linked to airline capacity and cost, hotel infrastructure and proximity to the passenger market. They need to provide for a marketing draw, yet relatively few cruisers spend time within the destination. Private and semi-private destinations such as Great Stirrup Cay, Labadee, Turks & Caicos and Costa Maya can



bypass much of the development woes and often have direct access to cruise line decision-makers. These destinations provide excellent revenue opportunities and high passenger ratings when developed to their fullest potential.

Moving Forward – Addressing the Challenges

Each of these destination types offers a special appeal and satisfies specific desires for individual cruise brands. Itinerary Planners are always challenged to provide a variety of destinations and delivery options that meet the expectation levels of the brand's target passenger demographics. It is a rather unique continuum. The cruise industry must continue the evolution of developing ports in all stages to meet the needs of their separate cruise brands and passengers as vessels grow and demographics evolve. While destinations must define their place in the tourism chain and explore the future path of cruise and land-based tourism options available to them.

According to Mike Ronan, Regional Vice President of Government & Community Relations, "As the cruise industry continues to grow, its relationship with the destinations will take on an ever more important role as both parties strive to satisfy first time visitor's vacation expectations, while working to maximize the benefits to the ports and surrounding areas."

The cruise industries' daily challenges "in the trenches" are those that are the backbone of the industry – issues related to destinations. It is essential that the cruise industry and destinations work together to meet the needs and expectations of the cruise visitor and to an equal extent, the destination community. Today, these challenges vary to some degree by destination. As the cruise industry grows new challenges will emerge that must be addressed.

Through years of effort cruise industry alliances and relationships have been forged with many destinations. More can be done to perpetuate continued growth of the cruise industry, while ensuring the mutual success of the destinations, to protect this symbiotic relationship. Some of the key long-term cruise industry destination challenges include:

Finding new destinations within the existing 1. geographic cruise regions – to meet the continuing evolution of the cruise itinerary;

- 2. Enhancing existing destinations to meet passenger expectations - through active participation in product development;
- 3. Expanding port infrastructure to meet the needs of future cruise vessel classes - whether this is in conjunction with government or privately developed;
- 4. Re-inventing and developing tourist venues and excursions to generate demand - by working with tour operators and venues to understand the passenger demographics and passenger volumes today and in the future:
- 5. Educating the destination community on the values of the cruise industry – through community work shops, imparting of relevant economic and conversion data and cruise tourism planning guidance;
- 6. Drafting joint strategic plans to chart a successful development course.

Destinations and cruise lines must understand each others' broader challenges in order to move forward on a parallel course. The daily challenges of infrastructure development and product delivery are the baseline elements that will ultimately affect the success of the cruise industry. The Conferences, community meetings, tourism workshops and one-on-one meetings go a long way toward successful relationship building. Greater information for emerging and transitional destinations on the impacts and development opportunities available for government, private developers, tour operators, retailers and other entrepreneurs is crucial for cruise industry destination advocates. Employing guidance from impartial parties, garnering input from local stakeholders, forming strong associations with potential cruise customers and following thoughtful planning processes are keys to a successful mature cruise and land-based tourism destination. Defining the destination and planning for the future in a coordinated manner with government, local stakeholders, community leaders, and potential cruise and land-based customers will ultimately assist in alleviating many of the challenges facing the destinations and cruise industry today and tomorrow.



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FCCA Upcoming Events

March 12, 2006	Platinum Associate Membership Adv President, FCCA
March 15, 2006	12th Annual FCCA Foundation fo American Airlines Arena, Miami, Fl.
March 17, 2006	Platinum Associate Membership Brilliance of the Seas, 11:00 a.m.
March 17, 2006	FCCA Associate Membership Lunched
June 29-30, 2006	Platinum Associate Membership Adv
Oct. 31-Nov. 3, 2006	13th Annual FCCA Caribbean Cruise (
Nov. 2, 2006	Platinum Associate Membership Adv
Nov. 3, 2006	FCCA Associate/Platinum Membershi
Dec. 2006	FCCA Foundation for the Caribbean C

isory Council Bar-B-Que at the residence of Michele M. Paige,

the Caribbean Gala Dinner & Entertainment Extravaganza,

Advisory Council Meeting, Royal Caribbean International's

n, Royal Caribbean International's *Brilliance of the Seas*, 12:30 p.m.

visory Council Conference, Cartagena, Colombia

Conference & Trade Show, Cayman Islands

isory Council Luncheon at the FCCA Conference, Cayman Islands

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Ship Profiles



Inaugural Cruise: May, 2006 Shipyard: Aker Finnyards Shipyard Location: Finland Country of Registry: Bahamas Cruising Speed: 21.6 knots Size & Capacities Tons: 160,000 Length: 1,112 feet Maximum Draft: 28 feet Passengers: 3,634 Crew: 1,360



Accommodations Oceanview: 844 Inside: 733 Balcony Suites: 736

Features

Passenger Decks: 15 Cantilevered Whirlpools Rock-climbing wall Ice-skating rink Spa and Fitness Center

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Royal Caribbean International Orders Bold New Ship

Miami - February 6, 2006 - Royal Caribbean International fastforwarded cruise-ship innovation today by ordering a new ship that will take the line's award-winning guest experience far into the future. The 5,400-guest, 220,000-gross-registered-ton ship, a prototype developed under the project name, Genesis, builds upon the trailblazing innovations of the brand's landmark Voyager and Freedom classes of ships. Finnish shipbuilder Aker Yards will build the ship for a Fall 2009 delivery, continuing a 35-year collaboration with Royal Caribbean.

At 1,180 feet long, 154 feet wide and 240 feet high, Project Genesis will give Royal Caribbean ample room to create memorable new icons and amenities to heighten guests' cruise experience. Energy efficiency also was prioritized in the new design with significant modifications made in the form of the hull and in the air conditioning and water production and treatment systems.

The company estimates the all-in cost of the ship to be approximately \$230,000 per berth or roughly comparable per

berth to a Freedom-class ship, despite its being a prototype with significant advancements. The contract is contingent upon the completion of certain conditions by the end of February. Royal Caribbean also has an option for a second ship.

"It is exhilarating to take such a giant step into the future," said Royal Caribbean Chairman and CEO Richard Fain. "We are fortunate to have such gifted collaborators as Aker Yards, and such valued supporters and advisors as our guests and trade partners. Project Genesis truly is a remarkable ship. Its bold design, daring innovations and technological advancements will delight our existing cruisers and help us draw in new ones."

Yrjo Julin, president of Aker Yards Cruise and Ferries, is equally proud of the companies' work. "After developing so many generations of cruise ships together, we are excited about jumping so far out in front of cruise-ship design with this highly innovative and exciting ship," Julin said. "Working together, we will create an unparalleled experience for the next generation of cruisers."

Julin estimates Project Genesis will take 5,800 man years to complete. Aker Yards has delivered 11 ships to Royal Caribbean over the last four decades. Three of the brand's newbuilds are now under construction at the yard. The first out is Freedom of the Seas, which debuts in June.

Royal Caribbean International is a global cruise vacation company with 19 ships in service and three under construction. The company also offers unique cruisetour vacations in Alaska, Canada and Europe.

Faces in the Industry

The Mariner Triplets Royal Caribbean International



Jamaica

Dwight, Daniel and David East were born in Montego Bay, Jamaica on the 16th of September 1973. Their parents carried them around everywhere in the city and island. As they grew older, they became even closer and never left each other's side. During their school years, they were in the same classes. The triplets, never knowing which one was which, constantly overwhelmed the teachers and classmates. Even today, their parents, relatives and friends get confused!

Dwight, Daniel and David were employed at Sandals Resort and Half Moon Hotel in the Montego Bay working in the food and beverage departments. Once their shifts finished, they always waited for one another to go home.

In 1997, Daniel was employed with Royal Caribbean International as a cook trainee. This was the first time they were ever separated. Two years later, Dwight was hired as a Café

Attendant and one year later, David joined the company as a Bar Boy. From that moment on, they tried to be on the same ship. It took a few years to make this happen. The day finally came. It was a glorious moment for Dwight, Daniel and David to be reunited on the *Mariner of the Seas*. Now, Dwight is Dining Room Waiter, Daniel is a Sous Chef and David a Bar Server.

They still are able to confuse the guests and fellow crewmembers! Their hobbies include watching football, listening to music, meeting people and they are always willing to accept new challenges.

They are always smiling and have constant energy. By working for Royal Caribbean International, doing their jobs above and beyond to the best of their abilities they are grateful to be the MARINER OF THE SEAS TRIPLETS!!!



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Around The Carlinean



FCCA Security/Operations Committee meets in Mexico with Mayor of Playa del Carmen Carlos Joaquin Gonzalez (center), along with Sub Secretary of Tourism, Oralia Rice Rodriguez (center right), and Juan Carlos Arnau Avila, Sectur (right corner).



FCCA Foundation for the Caribbean \$10,000 check presentation to Bahamas Ministry of Tourism Cacique Scholarship Fund onboard Carnival Cruise Lines M/S Fascination in Nassua, Bahamas.



FCCA Security/Operations Committee meets with Hon. Burney F. El Hage, Comissioner of Tourism, Port & Economic Affairs - Bonaire Government of Tourism (second from right), at the FCCA Caribbean Cruise Conference and Trade Show in St. Kitts.



FCCA Security/Operations Committee meets with Gustavo Ortega Joaquin, Mayor of Cozumel (2nd from left), Lic. Felix A. Gonzalez Canto, Governor of Quintana Roo (center), and Frederico Ruiz Pina, Secretary of Tourism of Cozumel (right).



FCCA Security/Operations Committee meets with Key West delegation. (Standing on left) Raymond Archer, Director of Port Operations, (seated from left to right) Julio Avael, City Manager, Commissioner Dan Kolhage, Commissioner Bill Verge, Mayor Morgan McPherson, and Commissioner Jose Menendez.



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